

ESSA Conference:

“In the Principal We Trust”

November 2018



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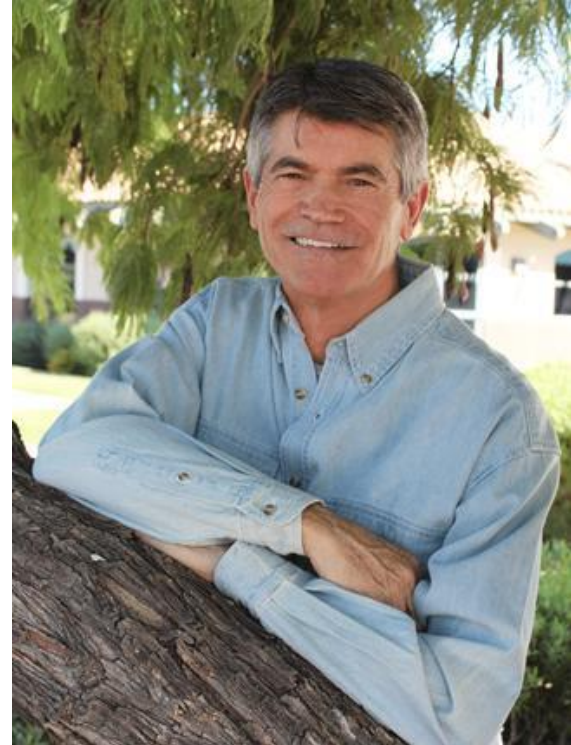
Who is your facilitator?

Sid Bailey

- Director of Leadership Development
- 34 years in education
- 26 years in high school administration
- 14 years as high school principal
- 6 years in district office

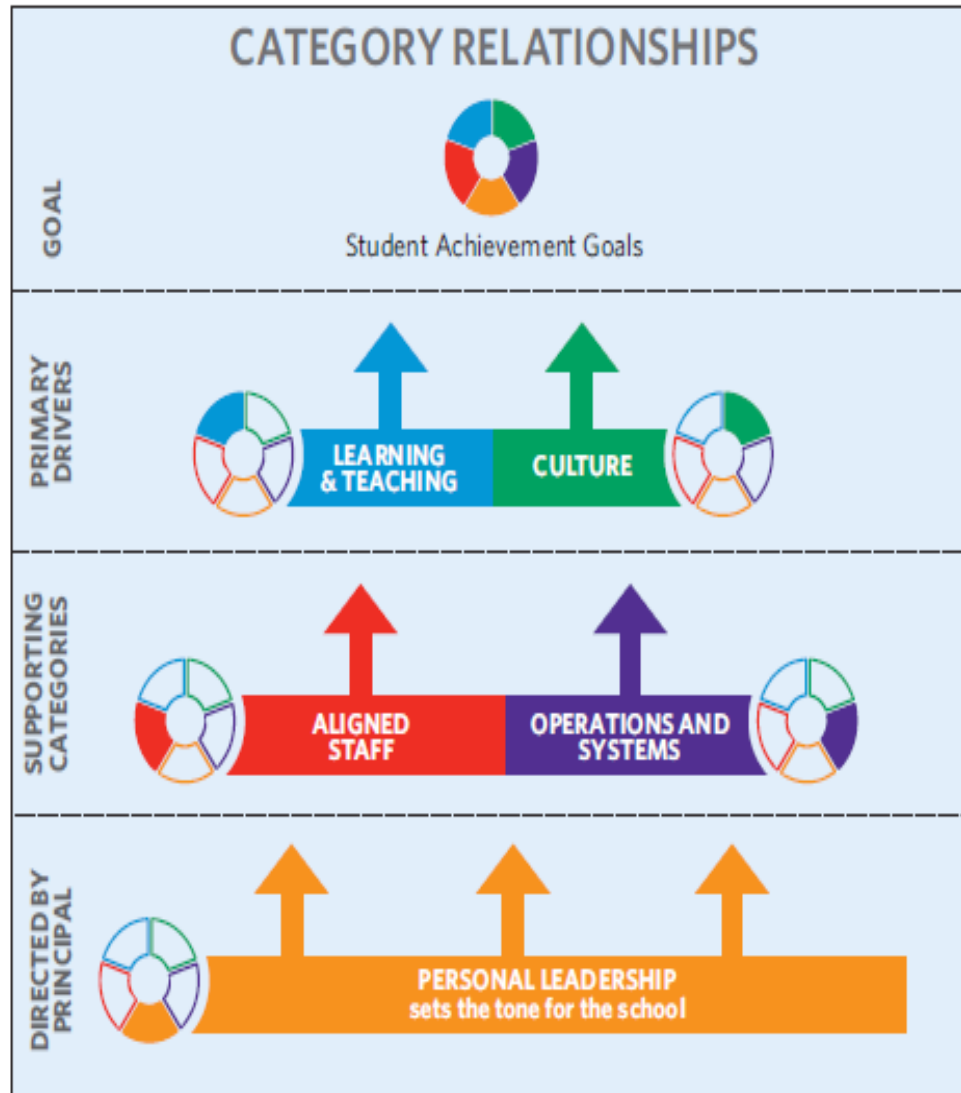
Contact me at :

sid@centerforstudentachievement.org

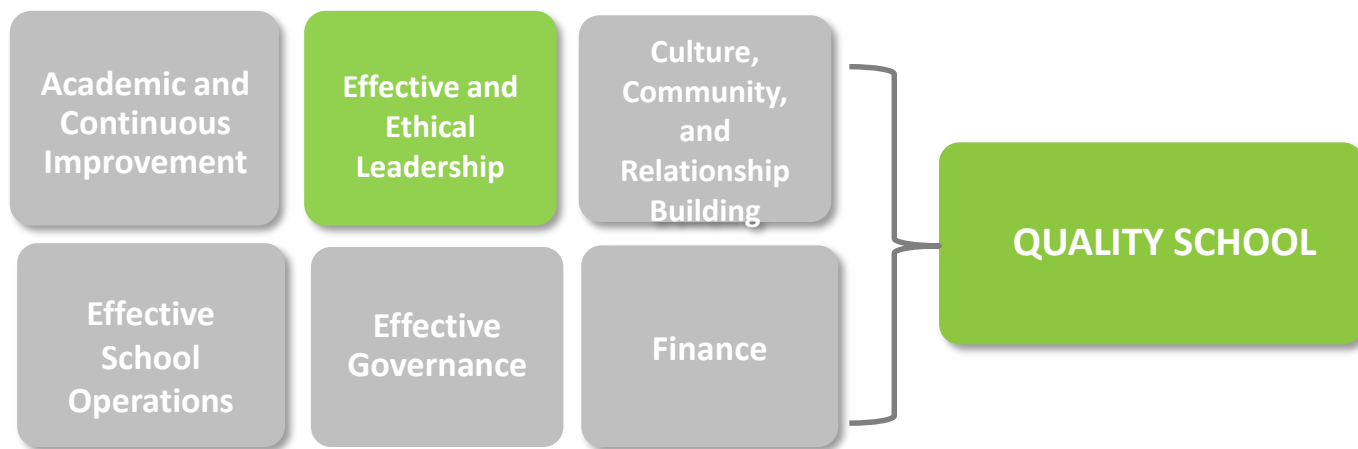


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Urban Excellence Framework



IN THE CONTEXT OF QUALITY



<http://centerforstudentachievement.org/quality-standards/>



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Session Outcomes

KNOW

- Leadership effectiveness is measured by your ability to create followership and influence others' behaviors and thinking. Building relationships is foundational to leadership influence.

DO

- Trust is built through **intentional** leadership actions. Go therefore and build trust with your staff and here are practical ways to do it!

FEEL

- Empowered to activate what you already know about relationships and stimulated with new ways to put that into practice as a school leader.

Five levels of Leadership

John Maxwell

Pinnacle (RESPECT)

People follow because of who you are and what you represent

People Development (REPRODUCTION)

People follow because of what you have done for them

Production (RESULTS)

People follow because of what you have done for the organization

Permission (RELATIONSHIPS)

People follow you because they want to

Position (RIGHTS)

People follow you because they have to

Leadership is about

RELATIONSHIPS = People



What needs to exist in the dynamic
with people to lead them?



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Leadership starts with TRUST.



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“Trust is a relational commodity.”



*Impactful leadership is built on trust
that calls people together*



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TRUST is intangible, but...

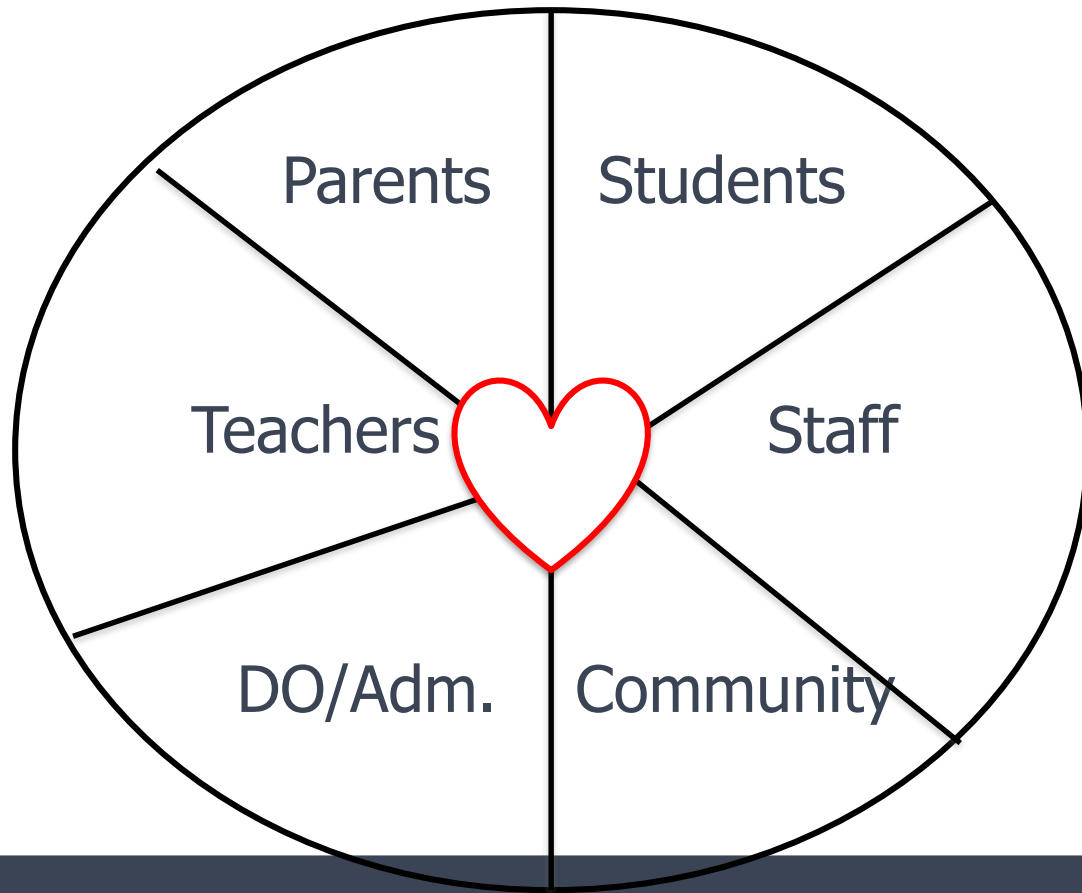
*Do you know when it
exists?*

And when it doesn't



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If “high or low trust” existed at your school, what would it look like in these relationships:



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Group Think and Work

What will you be seeing and hearing when..

Table 1 : High & Low Trust with Parents

Table 2 : High & Low Trust with Students

Table 3 : High & Low Trust with Staff

Table 4 : High & Low Trust with District
Office

Table 5 : Fellow Administration Members

Table 6 : High & Low Trust with Community



So to build or strengthen TRUST...

Here are six characteristics
on which TRUST is based and
practical “toolbox” ideas to use



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TRUST is based on....

- Vulnerability
- Predictability
- Enable-ability
- Relational ability
- Credibility
- "Weather" ability



1st characteristic: Vulnerability

Be willing to be vulnerable

Open yourself up so people get to know _____ --not just know about you.

(Okay, so how do I do that?)



Why be vulnerable?

- ❑ People generally don't trust those whom they don't know.
- ❑ People need to KNOW YOU, not know _____ you.



How to: Lead your staff or leadership team in creating a list of..

**“Characteristics of an Effective Principal”
that you post and follow**



Characteristics of Effective Principals

- Allow your staff to build the characteristics of an effective principal
- Allow your staff to build the characteristics of an ineffective principal
- Share/Frame them and invite them to point out issues of concern



24 CHARACTERISTICS OF A PRINCIPAL THAT HELPS YOU DO YOUR JOB MOST EFFECTIVELY.

- **Is visible on campus**
- **Is supportive of teachers**
- **Is involved with the entire educational process**
- **Conducts teacher meetings only when necessary**
- **Keeps teacher meetings short**
- **Has a sense of humor**
- **Is willing to implement new ideas**
- **Is a consistent enforcer of school and district policies**
- **Provides teachers with needed materials**
- **Is straight forward**
- **Is consistently fair with all programs**
- **Is honest**
- **Is energetic**
- **Is approachable**
- **Is flexible**
- **Removes distractions**
- **Looks for dollars to help meet teacher needs**
- **Doesn't let friendships influence decisions**
- **Leads by example**
- **Interacts professionally and socially with staff**
- **Projects confidence**
- **Brings out the best in people**
- **Is patient**
- **Provides faculty with positive strokes when appropriate**

2nd characteristic: Predictability

- People should know your _____, personal vision, values, _____....
- Don't just talk: SHOW to KNOW.
- Without information, people make-up their own meaning
- Manage “perception reality” and surface assumptions safely



How to: Create Disclosure Opportunities by opening up information consistently

- _____ and explain budget parameters
- _____ and explain decision-making processes
(How will you make leadership decisions?;
How will you decide on the program priorities?)
- _____ and get input on new directions. Model openness to new ideas.
- _____ about discipline cases as examples of policies to build understanding into people



3rd characteristic: Enable-ability

- ☐ People need to believe _____ before they will respond to your leadership
- ☐ Empowerment is one of the most clear signs of TRUST
- ☐ Support people in being successful in their job roles and a sense of efficacy will follow



Why practice “Enable-ability?”

- The leader's role is to define the _____ but not necessarily the HOW. Trust others with the _____ by empowering them to do their job
- Get input and model what you are trying to establish with others.
- Support people in being successful in their roles and a sense of efficacy will follow



How to: teach people their roles in meetings

- All Agenda Items Marked for...
Clarification of Everyone's Role
- Information
- Discussion
- Action



4th characteristic: Relational-ability

- ☐ How do you reach out to people?
- ☐ How do you treat people of all roles/status or experience on your team and group?
- ☐ Who gets your time and attention?
- ☐ How do you know how you “impact” others?

One day, you'll
be just a **memory**
for some people.
Do your **best** to
be a good one.

How to: Use your feet and your face to connect with others



Go to “their backyard” to make the connection, and notice the “whole person” not just the employee role.



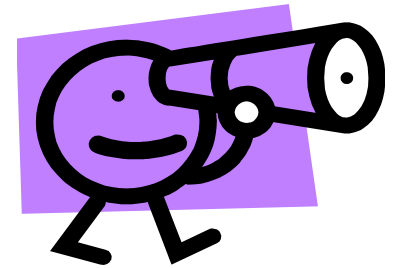
5TH CHARACTERISTIC: CREDIBILITY

- Be _____ in what you say and what you do.
- Align your _____ (measured by your actions) with your _____ (what you say is important!)
- Listen to people, and act on it.



Why credibility?

- ❑ Because of the “Law of the Picture”---
People believe what they see more
than what they hear.



- ❑ Teach people what to expect and stick
with it.



How to: Hold “Opinion Meetings”

Date:

To:

From: Sid Bailey

Subject: **YOUR OPINION**

I have scheduled a meeting with you, a few of your colleagues and myself for _____. Please come prepared to provide me with your input into anything that this administration and/or principal can do to improve upon the educational environment for the Washington students, or to make your life, as a professional more successful.

I value your input and look forward to the meeting. My role will be to listen carefully and provide the coffee, juice, and sweet rolls. See you soon.

Details:

- Twice a week meetings
- 5 to 6 teachers in each meeting
- 30 minutes before school begins
- Take notes and keep them filed
- Strategically build teacher groups
- Implement some changes!

6th characteristic: “Weather” ability

How do you as a leader help everyone
“weather a storm”



... a big problem, a crisis, a tragedy

Because the storms are coming regardless.
BUT they can be key opportunities to pull
people together



How to: Hold a “debrief” forum to gather all perspectives

Openly examine together:

- ✓ What went _____
- ✓ What went _____
- ✓ Tell the truth, ask for help, debrief for learning
- ✓ Create the meaning in the situation



In Summary:

Understand that **TRUST-BUILDING** is a process.

It requires the leader to sometimes patiently help people “**unlearn**” previous patterns of distrust that they hold.

Practice daily actions of TRUST building in your own behavior, and you will lay a strong foundation for leadership at your school.



Dialogue with others...

What are you going to do to build trust with the people at your site?



**How are you going to start?
(drill down to the concrete steps)**